Minutes • Legacy Management Process Reengineering Session
11-14 & 11-15-06
Meeting Location – Miamisburg, Ohio

Executive Summary

On November 14-15, 2006, a follow-on reengineering session was conducted in Miamisburg, Ohio to review LM's corporate initiatives and projects.

The primary objectives for the meeting include: 1) review of the CERCLA transition sites to LM, 2) review of LM operational and management plans, and 3) review LM goals and commitment to becoming a high performing organization.

As a result of discussion during the meetings, an agreement was reached on the following key action items:

- Develop needs statement for connectivity requirements for remote access of primary data applications.

- Report information related to access to website, including tutorial on what reports are possible.

- Modify press release and media flowcharts based on team recommendations.

- Prepare analysis of stakeholder population.

- Get accurate estimate on cost requirements for meeting real and personal property self-assessment requirements.

- Hold offsite meeting to address Desert Research Institute needs.

- Form team to evaluate more detailed options for Science and Technology (S&T) projects/needs.

- Coordinate with Office of Science after list of S&T needs is developed.

The next meeting is anticipated for the spring of 2007. The meeting location will be determined at a later date.

Agenda Summary:

Activities during the reengineering session included presentations and group discussions/dialogue. The following topics were addressed:

- o Performance Measures and Internal PART Assessment for FY 2007

- o Overview of LM FY 2007 Budget

- o Review of organization staff changes/new staff (LM and Stoller)

- o Status update of open action items from April '06 LM Process Reengineering Session

- o IT Connectivity Issues Evaluation for LM Satellite Offices

- o General Guidelines for Public Communications and Stakeholder Relations

- o Health and Safety and 10 CFR 851 (current statistics, status of plan, procedures, responsibilities and implementation schedule)

- o Review of AIM Activities

- o Overview of LM Security Plan and Emergency Response

- o Applied Science and Technology Development of LM Philosophy and Expectations

- o Enterprise Management (status, plan content, implementation steps, implications for team and individual sites, training, critical actions '07)

- o Real and Personal Property (status, issues, IC's, FIMS audit)

- o Transition Site status and updates by Site Managers

- o LM Baseline, WBS and configuration control process and status

- o Meeting Wrap-up

Summary of Notes

Day One, November 14, 2006

I., II. Meeting Kickoff, Introductions and Review of Agenda

LM emphasized the organizations commitment to become designated as a High Performing Organization (HPO). The process has taken two years and is in the final paperwork stages. The organization initiative has been well received. It has been sent to OMB with the request to be certified. All indications are that the certification will be received. LM is only the second office in the US Government to receive this honor. Other DOE groups are evaluating the process LM went through and starting to move toward the principles included in LM's HPO process.

The DOE strategic plan was issued earlier this year and is available on the internet. The LM strategic plan has just been made available for stakeholder comment.

III. Performance Measures and Internal PART Assessment for FY '07

General discussion continued on the Program Assessment Rating Tool (PART) and its importance to LM becoming an HPO. All DOE PART scores must be submitted in the spring and have the ability to impact the FY08 budget.

General discussion continued on the President's Management Agenda initiatives. In the past LM has faired well in this performance assessment. LM has not received any red scores and needs to maintain this high level of performance.

IV. Overview of LM Budget

LM has been responding to information requests from Congress on the status of key projects. LM has formed four teams to align with its four strategic goals -- Environment, IT, Pensions and Benefits, and Property Reuse. Budget submissions have also been aligned with the four goals. It is anticipated that the LM's budget for FY07 will dramatically increase from FY06. The majority of the budget increase results from major site transfers in the following areas: long term surveillance and maintenance, pension and benefit continuity and records management.

V. Review of organizational changes/new staff

General discussion continued on federal and contractor staffing updates. LM has hired staff in the IT, financial, environmental, and safety areas. LM is currently staffed at 56.

S.M. Stoller announced staffing changes in the Stoller Team with a new appointment to Business Operations Manager, located in Morgantown, a new manager for Rocky Flats, a new manager for Enterprise Management and IT, and a new manager acting over the

technical services areas. It is anticipated that approximately 16 positions would be added to the LM contract when the Fernald site comes into the program.

VI. Status update of open action items from 4/06 session

General discussion continued on the action items from the previous reengineering meeting from April 2006.

IT connectivity issues were discussed for the LM off-site offices. S.M. Stoller is to come up with estimates of needed access to applications and frequency and consider future needs when doing so. The needs statement will be given to DOE for evaluation.   Mound and Rocky Flats are using SEEpro and Hummingbird. An action item resulted from this presentation: S.M. Stoller will develop a needs statement for connectivity requirements for remote access of primary data applications. S.M. Stoller will submit to DOE by 1/14/07. LM indicated that while we do have to consider cost and resource impacts as we evaluate our IT capabilities our philosophical goal must be to improve or at least remain at the same service level for our LM workforce no matter where they are located.

VII. General Guidelines for Public Communications and Stakeholder Relations

LM seems to have good relations with congress, the media and the general public. Anyone involved in a congressional interaction should contact the appropriate LM personnel. Tony Carter is the national face for LM and operates at a broad level and should not be expected to operate at a site level. The LM site manager should know the day-to-day normal events that are expected and planned and the abnormal events that can get larger. The site manager should be prepared to do damage control and inform those who need to be informed.   It is important to remember that we have to work within the government constraints. LM wants the site manager to be the public face but use common sense, as well.

Everyone was reminded that media reporters are on a deadline and that they are professionals in what they do. Everyone needs to use judgment and be sure to maintain a professional distance with reporters.   Management should be kept informed of media contacts.

Small group discussions continued focusing on (1) media, (2) LM website and (3) press releases. Each group gave: their reaction to flowcharts, comments/possible issues, their recommended flowchart for consideration/concurrent and how/who should implement. Each small group reported their findings to the large group.

Large group discussions continued regarding websites and how we can collect data regarding hits on our websites. Research needs to be done to see if other DOE LM sites have counters and if there are government rules regarding collecting information. Having a one-page document with a description of acceptable formatting for document posting to websites would also be useful. It is important to get information on a website quickly.

Public documents that have already been technically approved and distributed should already be website approved.

Two action items resulted from this activity: 1) S.M. Stoller will modify the press release and media flowcharts based on team recommendations and submit by 12/6/06.

VIII. Health and Safety and 10 CFR 851

General discussions continued on health and safety initiatives. Safety management plans are developed at a high level but include the lowest level, which is applicable to all sites. S.M. Stoller discussed the flow down to all subcontractors. Self-reporting is the biggest change. Training will be provided and a self-assessment will be conducted between March and May, 2007. LM did not see any issues with the S.M. Stoller implementation. It is important to provide a work place free of hazards for the contractor work and should advise any other entity entering a site of recognized hazards. From a contractual perspective, LM may not have control over all people on a site (e.g., visitors); however, the rule requires LM to provide a safe work site. 10 CFR 851 covers all contracted work. LM indicated LM and S.M. Stoller staff should understand national park standards for visitors, as this is an area that staff do not have much historical experience.

IX. Archives and Information Management (AIM) Activities

General discussions continued on AIM activities. LM conducted an online presentation of Hummingbird. All final documents will be converted to PDF. A training guide is being developed and will be available by January, 2006. The goal is to go totally electronic and get rid of paper. The goal is to begin Hummingbird active use by 12/4/06 and digital signatures will be required. Public folders will be a holding area for the records people. Many people will be able to access. It will be backed up nightly and be OCR readable. Digitizing for past records is possible but the cost of doing this is very large. Access to this information will be limited. There have been recent regulations about access to personal identification information (PII). Currently data can be accessed from any LM site. Smart cards are coming that should allow access from off-site locations.

X. Overview of LM Security Plan and Emergency Response

LM indicated that there is a record kept of everyone who is on site or visits a site. Foreign visitors may be on site and visit public areas but there is control through the DOE. Personal Identification Verification (PIV) was established by Homeland Security and requires two forms of identification. The National Agency Check and Inquiry (NACI) is also involved. If there are visits to any controlled areas, all sites should follow DOE rules and keep good records. All names should be recorded, including visitors and subcontractors.   Sites with less than 30 employees, federal and contractor are not required to wear badges per LM's draft Security Plan. There is an 877 toll free number for major emergencies within LM. This number is posted at all sites for emergency situations - on fences, etc. Immediate activation of LM employees is not required for

most emergencies. However, LM and S.M. Stoller staff should know the whereabouts and strive to protect the welfare of employees during major emergencies. It is always best to over report when in doubt.

LM is updating locator cards and considering how to track onsite visitors in case of emergencies. For example, how does Rocky Flats track those who are there for Fish and Wildlife staff or visitors on the site? There are also hiking trails with public access for other sites, and how do we account for these people?

S.M. Stoller brought up the TAC Security Plan. Completion milestones will be set by the end of March. A draft plan will be proposed by the January/February timeframe and final, standard approaches will be recommended. Site managers will provide input; it is an iterative process. The plan will cover all aspects of security at the sites.

XI. Applied Science & Technology Development of LM Philosophy and Expectations

General discussions continued on applied science and technology philosophy and expectations. LM provided a summary of the task order and reviewed the task order objectives. LM reviewed a list of the FY 2006 projects and accomplishments and the planned science and technology activities for FY 2007. Small group discussion continued to address these needs for LM Goal 1, 2, 4 and 5. The small groups were asked to answer and report on 1) what else can LM be doing? 2) what else should LM be doing? LM will lead a team to evaluate more detailed options for S&T projects/needs.

XII. Enterprise Management

General discussions continued on enterprise management. LM reviewed the status of the enterprise management plan including: content, implementation steps, implications for team and individual sites, training and critical actions for FY 2007.

LM is currently documenting current business processes (procurement requests, collecting/analyzing/posting results of sampling). LM requests an early needs statement for any items that request the IT system. LM is working towards a value-added system, which is user-oriented. LM expects audits on the system.

Day Two, November 15, 2006

XIII. Real and Personal Property

General discussions continued on real and personal property activities. The President's Council provides guidance on official engineering and construction management. It is required that each program conducts its own self-assessment. The LM FIMS review was completed and FIMS was found to be in good shape. New requirements have been added that created the interagency Federal Real Property Council (FRPC). The scrutiny on DOE-HQ FIMS is flowing down to the DOE programs.

LM reviewed the issues facing LM FIMS: lack of accounting and engineering data, lack of "source documentation" and increased data requirements for maintenance data, such as deferred maintenance costs and systems deficiency data. LM is working with site managers to gather this source documentation. LM discussed easements and access agreements, efficiencies, enhancements and lastly, issues, concerns, and accomplishments.

LM identified the following issues: 1) continue to increase the accuracy and retrievability of real estate records, 2) concerned with the slowness of the processing of land withdrawals submitted to the Bureau of Land Management and 3) risks for incoming Title II sites.

LM identified the following accomplishments: 1) the Wayne site transfer 2) Real estate approval of transition packages for Nevada Offsites, Rocky Flats and Fernald, and 3) Execution of the Fernald lease, the Denver lease, and extension of the two leases at Pinellas, the Front Range Community College, Morgantown and the Denver Hangar Lease.

LM indicated that we might need to create a team to pass the green self-assessment (13 buildings nationwide). LM should put a plan together for the 13 buildings by 3rd quarter FY07. Action Item: LM will get an accurate estimate on cost requirements for meeting self-assessment requirements by 12/15/06.

XIV. Transition Site Status/Updates

General discussions continued on site transition status and updates. The status of the following sites was discussed: Mound site, Fernald site, Rocky Flats site, Nevada Off-sites, and Laboratory for Energy-Related Health Research (LEHR).

General discussions started on the Desert Research Institute and was pushed back to a separate off-site meeting. Action item: LM will hold an offsite meeting to address DRI needs. Timeline is immediate.

XV. LM Baseline, WBS and configuration control process and status

General discussions continued on LM's management processes. LM is developing defined roles and responsibilities for the managers, team leaders, and site managers.

LM emphasized the importance of the four LM goals and integrating our management processes to support them. LM has progress at the site level (e.g., establishing baselines) and are pulling the processes together to become an integrated organization.

XVI. Meeting Wrap-Up

General discussions continued on logistical improvements for the next meeting.